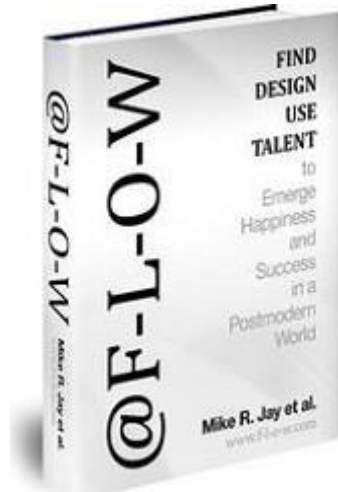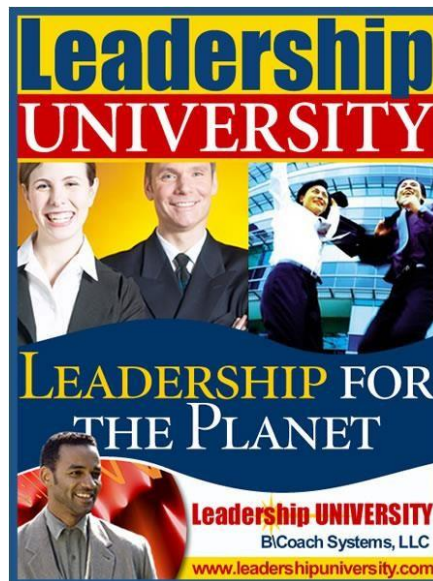# LeaderWARE @F-L-O-W

An Exposé in Leader Development

By Mike R. Jay, Developmentalist

Author of the recent Book @F-L-O-W

Another Development System from LeadU

QUICK SUMMARY

There are key elements in leader behavior that can be discovered, modeled and studied to reveal behavioral structures of what we might refer to as "5th level" Leader behavior. These elements explain past and present behavior, and often predict future behavior where **V**olatile, **U**ncertain, **C**omplex and **A**mbiguous (VUCA) conditions are present.

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Present Situation
- More complex-adaptive leadership capability required in "VUCA" world
- Modern development consists of on-the-job experiences and training
- Collaboration is weak and "one great leader" principle still is mainstream

The Future
- The leadership challenge is a new paradigm of accelerating complexity
- The developmental challenge is a process to grow "collaborative" leaders ⬜ You, Me, and We must take responsibility for development from within

Adapted from: Future Trends in Leadership, Center for Creative Leadership

LeaderWARE dynamics are identified as follows:

Capability – Bias – Style – Level – Role – Values – System

The goal in offering these "7" dynamics is to use the fewest number of elements to reveal the largest amount of *relevant data* used to model leader behavior and potential. The ability to explain past, present, and future behavior has relevance for the design of <u>behavioral scaffolding</u> leading to collaboration, productivity and well-being.

> *Quick note on scaffolding:*
> Scaffolding is a process guided by inborn talent: positive and negative alike. When and where limits of talent produce negative effects, <u>rather than</u> spend significant **M**oney, **I**nformation, **T**ime, **E**nergy, **A**ttention and **M**otivation (MITEAM) on working on weaknesses, investments in scaffolding designed to provide support to the leader under compression, create antifragility and resilience.

Creating Naturally Designed Performance and Development
Understanding and "adapting" subconscious behavior, using self-knowledge creates its own "psychoactive" rewards. Future benefits accrue naturally to produce returns on innovation with scaffolding in postmodern "VUCA" conditions; now, near, and far.

Productivity, Collaboration, and Well-Being:
Core elements, used as tools for leader development are reviewed in the following pages.

What did almost all of the 75 members of Stanford Graduate School of Business's Advisory Council recommend as the most important capability for leaders to develop?

<u>Self-Awareness</u>

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CAPABILITY

Perspective:

Applying	Elaborating	Seeking
Giving	Assimilating	Integrating
Taking	Coordinating	Differentiating

Subjectivity

Instrumented - animated	Institutional - self-authored
Interpersonal - other-directed	Interindividual - self-aware

Ego Position

Opportunist	Achiever	Strategist
Diplomat	Individualist	Alchemist
Expert		

Languaging

Declarative	Serial	Third Order
Cumulative	Parallel	Fourth Order

Task Performance

Formal	Systematic	Paradigmatic
Meta-Formal	MetaSystematic	Meta-Paradigmatic

Talent:

Talents	Knowledge	Design
Skill	Use	Scaffolding

Affect [Sentiment]

Pessimistic	Neutral
Optimistic	Apathetic

Sense-Making

Meaning Making	Making meaning to make sense
Making Sense	Sense Making as a MetaSystem

Most for the Least

Occam's razor, using LESS as MORE is not easy in VUCA conditions, but keys in leader behavior for <u>discovery, modeling, prediction, design, and scaffolding</u> must be present.

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Notes on the State of Leader Development:

Differentiated development – Horizontal - Oblique - Vertical.

- Too much spent on "horizontal" development (competencies); not enough <u>invested</u> on "vertical" development of complexity.
- Methods for horizontal development are "transmitted" from an expert, but <u>vertical development must be earned</u> for oneself.
- Oblique development, not yet being discussed in leader development is a very important linchpin in leader growth and development transitions.

Transfer developmental ownership to the leader

- People develop when they feel responsible for their own progress.
- Currently people believe someone else is responsible for their development, e.g. human resources, their manager, or trainers.
- New models need to help people out of the passenger seat and into the driver's seat of their own development.

Collective rather than individual leadership

- Leader development is too role-focused and elitist.
- <u>Leadership as a collective process</u> utilizes networks of leaders.
- Questions change from, "Who are the leaders?" to "What conditions do we need to design and maintain to promote collaboration among leadership to meet emerging needs?"

Innovation in leader development methods

- Facilitate collaborative leadership to meet VUCA conditions.
- Era of rapid innovation for leader development.
- Technology can provide infrastructure and scaffold change.
- <u>Organizations embracing change adapt better</u> than those who resist.

Adapted from: Future Trends in Leadership, Center for Creative Leadership

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BIAS

Over time, I have come to appreciate naturally occurring bias more and more in developing postmodern leaders. As we discover hardwiring revealed in each of our behavioral system dynamics, there is more non-conscious activity than we realize guiding our behavior. <u>Biases and filters</u> are particularly important.

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In large part, BIAS effects—positive and negative—are going to emerge out of the framing of our personality and the interchange with self-knowledge possible through capability. Capability can be a trump card, when one has it available and conditions of overwhelming tension are absent, otherwise, bias reigns. This idea is important to scaffolding bias in leaders.

The other important factors in BIAS are "surround" or ground — as in figure and ground, or "culture" as many refer to the crucible in which bias develops. The type of bias is important, such as, is one biased to extraversion or introversion, as an example. I've seen a lot of nonaware introverts (bias) seem more aware, just by the fact they don't need to express to contemplate, allowing the biased extraverts to play the fool—again, as their needs to "think out loud" uncover their lack of awareness and naturally occurring bias. The scaffolding for extraversion and introversion are much different in practice, and understanding the "nature" of bias is important.

Personality Dynamics ARE Important

One idea which emerges in consideration of bias, is to give the leader and the persons concerned with leadership, the tools necessary to discover, disclose, and accept through engagement—natural bias and filters—that are non-consciously emerging as — more than likely — hard-wired signals. Bias is naturally occurring and important in leadership. Scaffolding bias is critical for the postmodern leader.

Many have and will "disclaim" personality dynamics as irrelevant in leader development. Yet clearly, there are distinct advantages to incorporating bias— more particularly through psychoactive self-knowledge experiences.

While the sky seems to be the limit in regard to modeling the behavioral economics associated with personality models, over the past decade — again channeling Occam — I have settled into about 6-9 models which all have part of the solution, not the final solution.

When the models go much higher than 6-9, we run into recall issues and the additional data you get is unnecessary in explaining most of the bias, filters, and projections we are likely to show consistently in our leader behavior. Some of us still have challenges with our phone numbers at 10 digits, and almost no one can repeat their credit card number at 16!

These 6-9 systems can be pushed a little higher or reduced somewhat depending on resources, but the package of "discovery tools" I use, is listed below. I won't go into why here, but in general, I have used systems which either through their statistical modeling, or popularity provide data which can be used in broad categories for objectifying our bias, filters, and projections. Eventually, the use of artificial intelligence will help us consolidate this process for objectifying bias in the future. For now, this process seems least cost.

Perception Is Reality

These biases mostly emerge as our beliefs about how reality shows up for us. While many keep looking for the theory of everything, I have realized with accelerating complexity no theory of everything exists. The idea is to *use the fewest resources to get the greatest number of benefits*, even if those results don't model reality perfectly. The amount of cost

to increase the probability that we are *more* right is not worth the price that we have to pay, or the time we have to invest.

Risk Means More Data Required!

For leaders in functional, general business, and enterprise Levels—it's wise in my view, to increase the amount of data one can reveal about oneself and others in the leadership network continuously over time as part of a developmental scaffold.

Whatever you use, it's important to be able to articulate it and weave it into daily leader practices—work and play—for experiential learning and assimilation.

All Self-Knowledge and corresponding Self-Awareness practices reveal developing layers of **K**nowledge, **S**kill, and **E**xperience (KSE) and it takes some time to develop a language of how, to speak about one's KSEs with others. These assessments provide that *language of discovery, explanation, prediction, design and scaffolding*.

Here is a list of the current models I use to gather BIAS data quickly:

- <u>Learning</u> Styles (Kolb)
- <u>Conflict</u> Mode (Thomas-Kilmann)
- Big Five <u>Traits</u> (Psychology's Occam's razor for Traits).
- <u>Motivation</u> (Reiss Profile)
- <u>Type</u> Dynamics (MBTI Step II)
- <u>Metaprograms</u> (NLP) (iWAM)
- <u>Talent</u> Themes (Strengthsfinder/Gallup)
- Enneagram (Riso-Hudson) – Optional

Using "Bias Patterns" to Design and Scaffold

Each of these models will claim to be the only one you need, and that their assessment model or patterns can predict the others — as their basis of validity. But, I have found each of these models has particularly important high points that must be preserved. All interdependently reinforce the "density and frequency" of the patterns of bias—which we need for design and scaffolding work.

Density and Frequency refer figuratively to quality and quantity, and literally, to the number of connections or ways something can be done (density) and the number of times, or how often it is used (frequency). Density and frequency are too important filters for scaffolding behavior and designing systems to scaffold behavior.

Data Mining Leader OS

Out of these assessment models comes data that can, for the most part, predict a large amount of the biases, filters, and meaning-making apparatus that exists — if not hardwired as inborn; epigenetically soft-wired into our behavioral architecture — mostly nonconscious.

It's like the operating system our computers run on. We are familiar with the applications programs, examples like WORD, or EXCEL, but seldom do we see evidence (except when

systems crash) of the underlying code (Windows or Apple OS) on which the applications are running.

Determinism?

Determinism, more than likely, plays an important relationship in the conceptual nature of understanding human behavior because of the hardwiring emerging from our epigenetic architecture — even when that architecture has wired into it plasticity for adaptation.

Culture does often constrain and enable behavior, but most usually, inborn wiring peeks through, if you know where to look and what to look for when assessing construction or native influences.

The non-PC (Political Correctness) effect is that at less complex levels of capability, coupled with lesser-sophisticated scaffolding, leader behavior is going to be predictably deterministic because of (lack of or presence of Self-knowledge and corresponding SelfAwareness) the inability to evaluate our meaning-making on the fly, which occurs as capability increases. At least that is what I see happening in myself and others I coach and guide in development around the world.

Compassion and Caution are Necessary Tools

Using this bifurcation of "self-knowledge" often typified by the presence or lack of capability brings about increasing concern and compassion for everyone I encounter. My goal here is not to appease political correctness but to provide the basis for the modeling, design, and scaffolding of more complex leader behavior.

While the lack of "PC" will certainly delay uptake of these design tools, it doesn't shift the notion that in all probability — until we find a new way to describe reality, or augment it — these ideas are important to the people working in, around, and among various levels of leadership to accomplish improvements in the human conditions… to help people have lives.

Emergence of Leader Style

From out of bias emerges a behavioral style. Again out of eggs, flour, sugar, yeast, temperature, and a container; emerges a *cake* of sorts, which then can be assessed and used to predict and explain how a leader is likely to be seen by others; as biases themselves almost always are revealed over time through behavioral style.

This revelation is most easily categorized as "leader style." Many have written about leader style, but in my view, a leader's style Is most likely going to create affect, sentiment, attunement, mood, etc., which are increasingly important as the *why* becomes as important as the *what and how* in postmodern organizational design.

STYLE

Leader style is usually formed through an emergent effect influenced by a dance between capability and bias. Capability to evaluate bias on the fly—in often very tension-loaded circumstances—results in adaptive use of style.

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Scaffold, Don't Change?

Most accomplished leaders behave very adaptively in the absence of much tension with plenty of time. It is when they are under "level-busting load" that style becomes a critical factor in leader behavior. It is also a reason that scaffolds are necessary for peak function.

Postmodern Leaders Are ALWAYS Under Tension

Why we have to be concerned with style as leader behavior modelers relates to the idea that leadership—which matters—is almost always evaluated UNDER TENSION. Therefore, the person is most likely pushed back against the wall, or squeezed by the limits of their capability, to reveal bias and capability — in a set of conditions — through what could be categorized by and named by others as their STYLE under pressure.

I've noted this before, but it's important to note it again for the record, that STYLE is almost always described by how others perceive the leader's behavior and not what the leader intends!

Tension Dictates Style Emergence

When the going gets rough, people reveal their style as "bias modified by capability" as they are successful in "holding that "bias" as object in those HIGH-TENSION MOMENTS. This is probably one of the greatest flaws in our current leader selection process. We are "just too nice" and PC (Politically Correct) while reducing tension. Instead of creating the circumstances where people will reveal these critical components of capability, bias and style, *producing style diversity under load*, we let them off the hook during selection.

Use Tension to Shift Selection of Leaders

Our interviewing processes don't include enough tension, or load to properly evaluate 'style under tension'. Our group processes are almost always seeking to minimize conflict for various reasons leading to hallucination, undiscussables, and a lot of elephant management in a PC environment that leads to lower levels of productivity, collaboration, and well-being/results over time; in my experience with VUCA conditions.

Style Similar to Golf?

Over the past decade, on the shoulders of many important theoreticians, I have developed a LEADER STYLE assessment model outlining 16 Styles or patterns of leader behavior. While every leader has a number of styles — suited for different situations, like a golfer with a bag of clubs — we have our favorites, especially under load. Outlining those favorites in some priority for different situations is going to open the door to the revelation of our preferred styles, creating opportunities for fitness in terms of design and scaffolding for behavior under load; it also provides "psychoactive support!"

Quick Example:

If I use an unproductive or unhealthy component of say… my controlling style in specific conditions and I understand that, I can actually scaffold that behavior in several different ways to avoid the negative consequences of that style and its emergence at inopportune times.

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If I am aware of the negative sentiment or affect that occurs as a result of using those styles compressed under load, I can look for signals, triggers, and states that occur before and during the emergence of style and either hand it off collaboratively, withdrawing to allow someone with a healthy perspective, or adaptive style to scaffold my behavior.

Natural Style Is Essential, Even With Negative Consequences?

The trick is NOT to buy into the idea put forward in Blank Slate—read BS—that states that everyone can and should change and work to remove limitations. After almost three decades of coaching, I realize that "style" is there for a reason, and to try to remove, or limit style, often chips away an important part of the leader, while providing only slight shifts in performance and development.

Scaffolding Style Is Critical for Postmodern Leaders

While some will see this as perhaps a "copout" it's clear that this kind of design prevents significant damage to the leader and follower. Many of these types of "personality flaws" emerge from trying to use "what got you here, to keep you here."

Current matrix of indicators as a puzzle, which suggests LEADER STYLE v12.

Achieving	Detached	Cooperative	Compliant	Achieving	Goal Oriented
Persisting	Accepting	Patient	Skeptical	Self-Confident	Persevering
Investigating	Practical	Responsible	Conceptual	Analytical	Curious
Innovating	Traditional	Loyal	Dutiful	Original	Creative
Experimenting	Cautious	Wary	Deliberate	Experimental	Risk Taking
Controlling	Avoidant	Compromising	Collaborative	Assertive	Powerful
Idealizing	Realistic	Practical	Indifferent	Benevolent	Altruistic
Organizing	Novel	Unstructured	Structured	Ordered	Procedural
Participating	Independent	Self-reliant	Peering	Sharing	Interdependent
Socializing	Task -Oriented	Serious	Witty	Extraverted	Fun Loving
Posturing	Egalitarian	Democratic	Distinctive	Status	Significant
Nurturing	Self-Serving	Autonomous	Belong	Family	Affiliative
Deciding	Divergent	Casual	Opinionated	Principled	Bottom Line
Vindicating	Empathetic	Accommodating	Conflicted	Competitive	Vindictive
Affecting	Literal	Rigid	Flexible	Figurative	Passionate

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Materializing	Reflective	Observant	Utilitarian	Entrepreneurial	Productive

LEVEL

While "leader level" is not equal across all capabilities and situations, most leaders settle into a particular level of behavior, or center of gravity, which most satisfies those needs and requirements present in their lives currently, even if they are transiting to more complex levels over time. The way people reveal CAPABILITY, BIAS, through STYLE is at or of a LEVEL in life, work, and play—each domain may be at a different level. In other words, the density and frequency of our behaviors can be assigned to leader levels, which can metaphorically be thought of as being a particular "size, scope, range or level of behavior."

LeaderWARE @F-L-O-W uses the following designations as Leader Levels:*

- **Level 0**—not yet a manager, but aspire to become a leader – Managing Self
- **Level 1**—pre-management (Team or Lead) – Managing Team
- **Level 2**—supervisory management level – Managing Others
- **Level 3**—mid management level – Managing Managers
- **Level 4**—upper management level – Managing Functions
- **Level 5**—senior management level – Managing Business
- **Level 6**—top management level (small) – Managing Groups
- **Level 7**—top management level (large – Managing Enterprise

* *Adapted* from Lectica,org, The Leadership Pipeline, and Requisite Organization.)

Each level is indicative of the types of problems and challenges that are present at that level to be met by the leader, which require the leader to reason using specific algorithms, or concepts, which are particular to that level of life work and relationships. These levels are NEVER pure, and all leaders work across levels with simultaneous entering, nodal and exiting behaviors occurring *intersubjectively*. However, a center of gravity can be valid.

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Complexity crisis: Levels & Tasks

"During the last 20 years, scholars and practitioners in many disciplines have identified a growing gap between the complexity of the workplace and the capabilities of leaders. This gap has contributed to what we refer to as a complexity crisis, in which leaders are forced repeatedly to make decisions without an adequate understanding of their ramifications."

The relation between human capabilities and the task demands of management jobs
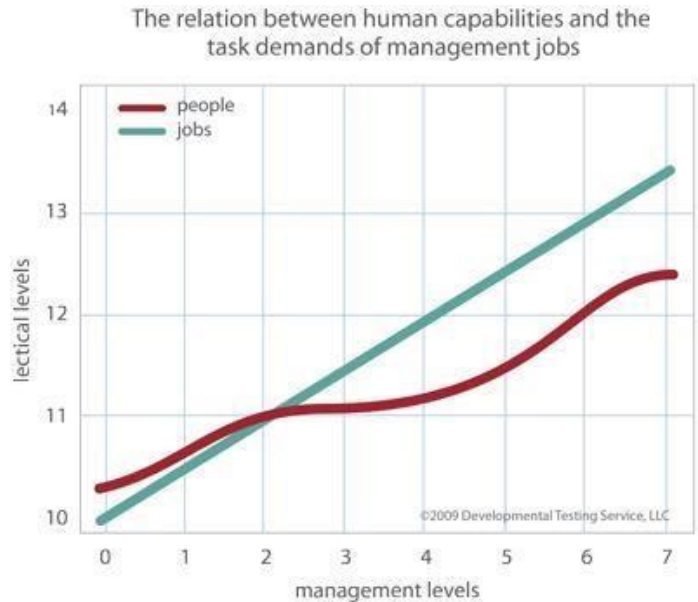
 – Dr. Theo Dawson, Lectica.org

The following excerpted material provides another opportunity to look at how the need for Level DYNAMICS can be positioned. It's a valuable read.

Individual Differences in Strategic Leadership Capacity: A Constructive/Developmental View

"...the skills required for effective performance are different at different organizational levels. The higher one goes in most organizations, the more complex the thinking skills need to be. Executives must be able to deal with abstract constructs that do not concern lower levels, and they need to be more integrative in their thinking.

The personal demands of strategic leadership are enormous.

...the strategic leader operates in a highly faceted, changing, probabilistic environment where the consequences of strategic decisions will often not be known for several years.

To operate effectively in such an environment requires the vision, perspective, and strength of character that are thought to come only from years of experience in the real world. Yet, as the growing literature on managerial "derailment," experience [KSEs as horizontal capability] alone does not seem to impart strategic leadership capacity.

What, then, does distinguish effective strategic leaders from ineffective ones, if not experience and skill levels?

...what most often distinguishes between effective and ineffective strategic leaders is their level of conceptual capacity.

Simply stated, leaders who lack the conceptual capacity to construct an understanding that match: or exceeds the complexity of their work will be unable to carry out their most critical tasks effectively."

Philip Lewis and T. Owen Jacobs,

STRATEGIC LEADERSHIP: A Multiorganizatonal-Level Perspective

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ROLE

The role we play, or should I say the "roles" we play are — or perhaps should be — designed according to the work to be done, and the intended results we want. Role is usually out of the hands of the leader in that role — at least until we adopt metasystems like this modeling exercise to allow for leaders to adapt their roles, reformatting their roles to strategy created for them through design. Role are most often

Personalizing a role

What I mean by this is that once we move from ONLY top down role design and construction, to role plasticity and adaptation based on ongoing feedback and design by a network, a leader in a role will have *less* flexibility to support the adaption of the role to their own characteristics and *must* involve their "network of support" in scaffolding them in the role.

Not only do roles get more refined in the scaffolding process, but the work being done is continuously improved and tested for efficacy, creating more desirable results in the system through collaborative networks.

For now, the roles are pretty much created out of success, experience, or in the case of novelty, by the entrepreneur who in large part is not an organizational designer and throws spaghetti against the wall until a sweet spot is found, or things change.

Therefore, while it's not the ideal place here to outline all the influences of role design, by merely placing ROLE in the behavioral modeling process, I have put stakes in the ground for what is possibly the most important task of a leader, and that is role design and scaffolding based on work for which they are held accountable.

One remaining caveat

There is a tendency to look at tasks or accountabilities in a role from the standpoint of strategy to get results, without an understanding of either vertical, oblique, or lateral (VOL) complexity.

Time, or the amount of time discretion allowed in a role is generally considered in the work design (how long things take to get done), but these VOL dimensions of complexity are not always taken into account as an interdevelopmental cloud. LeaderWARE @F-L-O-W is used to design scaffolding that improves five key (value-based) energy functions: **Being, Doing, Having, Becoming, and Contribution**, all of which are interwoven in coping strategies.

This process of vectoring values can enhance productivity under tension and create more efficient, effective, and sustainable tools with the granular ability to design and customize scaffolding. It's critical that aspiring leaders understand and use their BIAS, filters, and projections, which are represented in their preferred values basin — in the design and practice of meeting VUCA leadership requirements @F-L-O-W*.

@F-L-O-W is a condition where matching happiness needs and success requirements produce naturally occurring productivity, development, and thrivability, now, near and far.

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VALUES

In order to discuss VALUES, one has to FIRST understand how values get generated. Values might emerge as well as dictate aspects of capability, bias, style, level, role and system dynamics, and thus, are extremely "valuable" to the leader's behavioral dynamics.

How values get "generated" and labeled

The key to understanding values emergence is the concept of a "generator." All "values" models have at their core a "generator" which when applied to the evaluation of data → generates a set of results, which "orders" the values in a particular way, usually according to the modeler's biases.

For example: if I value power, then values, which are most desirable for me, are those rated closely to power. If I value peace, and harmony, then behaviors reflecting my BIAS, are more "valuable" to me.

Far too many people, in my view, overlook the fact that values hierarchies, or models were the result of a "valued generator." This is where the concept of "generator" becomes important and almost everything we use for discovery, modeling, prediction, design, and scaffolding is colored by our values—and the dominant set of values in the organization or culture.

Spiral Dynamics® *

The following graphics are a quick and easy to use summary of Spiral Dynamics®. These "8" systems in two tiers comprise the stages of bio-psycho-social orientation- expression or sacrifice of self — in contrast to specific conditions emerging. Each stage is represented by a color.

Where it becomes relevant to VALUES — as a precursor — is to understand that over the past 60 years, beginning in the 1950s; a researcher by the name of Dr. Clare W. Graves identified "4" different values systems in primary research. Later in the 1980s through collaboration with Dr. Don Beck, and Chris Cowan, he outlined "8" different and distinct values systems with this notation: AN, BO, CP, DQ, ER, FS, GT, HU.

In Spiral Dynamics® Notation AN = Beige, BO = Purple, CP = Red, DQ = Blue, ER = Orange, FS = Green, GT = Yellow, HU = Turquoise. [1981 Table Summary]

What becomes important in using Occam's approach is that we realize that these "8" systems are *generators* — when data (experience) is applied — resulting in sense-making systems that are durable, and in most part, hold sustainable competitive advantage when appropriate density and frequency is matched and "fit" to particular "conditions" or requirements. Simply, each system has a set of "best fit" solutions for "certain conditions." RATHER than re-inventing the wheel, I feel it's important to just pick up these self-contained values systems and understand them as generators which will in fact, produce particular kinds of results given data and the emergent modeling used by each.

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While LEADER BEHAVIOR is NEVER PURE, it is always hybridized in multiple values basins, as researcher Graves used the terms *"entering, nodal and exiting"* to describe a "chord" of behavior (Dr. Don Beck).

We can learn a lot by understanding discreetly modeled systems, even if they fail to reveal themselves perfectly in the behavior of leaders. This preferred and valuable "lens" is a generator that we can use to discover, model, predict, design, and scaffold leader behavior.

The ValuDYNAMICS generated through the application of each of these value systems is important as they directly serve intrinsic factors, which are largely hardwired—certainly epigenetically soft-wired—for wellbeing.

*Spiral Dynamics is a trademarked system developed from the research of Dr. Clare W. Graves, which can be studied for certification with Dr. Don Beck @ spiraldynamics.net.
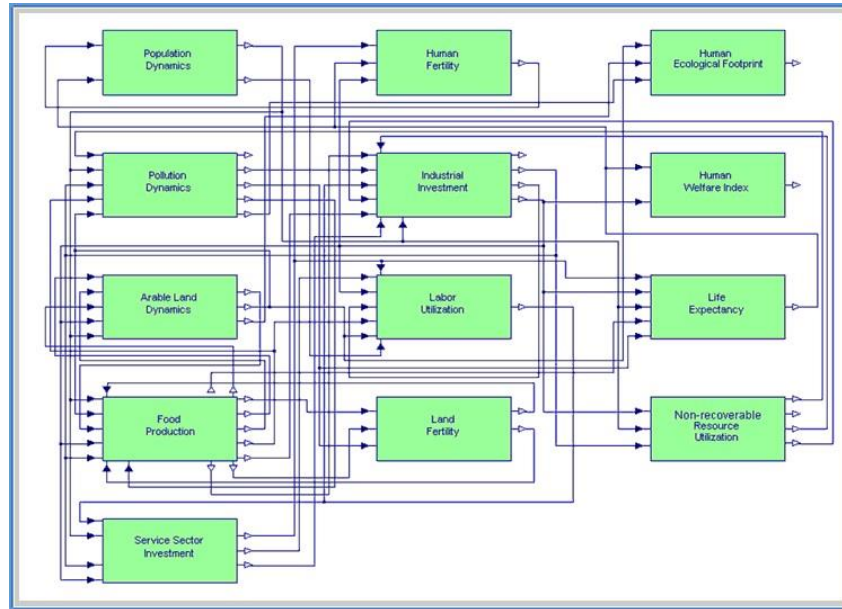
SYSTEM(S)

Once we begin to see the emergence of connections from all constituents of LeaderWARE @F-L-O-W, we realize the necessity of SYSTEMS DYNAMICS, which is a modeling process developed by Jay Forrester at MIT.

"System Dynamics, originally called Industrial Dynamics, was developed by W. Jay Forrester in the mid-1950s at the Sloan School of Management at MIT. It is a methodology for the comprehensive analysis and simulation of complex-dynamic systems. Through an analysis of system structure and the patterns of behavior that arise from it, System Dynamics allows the formation of effective decision-making and strategy for the long-term.

This methodology became famous in 1972 in the simulation model of the world, World3, which was conducted in the study The Limits to Growth by Club of Rome. Equally legendary was the MIT's National Model, which shows the macro-and micro-economic

development in the U.S. based on empirical data. Nowadays there is hardly a topic or an issue where this modeling technique has not been successfully applied. In particular, Management Flight Simulators for the Executive Management have been established."

Highly aggregated view of the *World3* model by Dennis Meadows

Source: sat-ag.com/systems_dynamics_e.html

IN SUMMARY

There are clear next steps emerging for this approach, such as continuing to identify and distill the periodic chart of elements involved in the equation-building process for understanding the potential, behavior, and recruitment of leaders while in parallel offering leaders themselves the options for discovery, modeling, prediction, design, and scaffolding of their own behavior in a postmodern world.

For me, it's clear there are distinct advantages and disadvantages to this approach.

Advantages

- Creating a simple, but not to simple, layered approach using LeaderWARE @F-L-OW through the ability to assess, explain, model, and evaluate leadership behavior to create fitness in organizations under VUCA conditions.
- Identifying a way in which leaders can approach their own development and the development of others, through languaging postmodern leadership development, which leverages the psychoactive and neuro-plastic elements of virtuous learning.
- To understand how to design in, and scaffold behavioral products to improve the human condition — perhaps our ultimate goal — *to help people have lives.*
- To use the system to scaffold limits where change is either expensive or requires more time than available in the circumstances — to produce collaboration and positive affect, or sentiment in emergent networks of contribution.

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- Introducing self-knowledge elements begin to trigger a "psychoactive" process that works subconsciously and even though direct benefits may be concealed, indirect benefits begin to accumulate with more density and frequency, almost immediately, and certainly over time in a maturation process.

Disadvantages

- The system maybe too complex for less complex people to learn easily on their own.
- Until the approach is distilled into a gumball machine, where putting in discreet "coins" gives out the benefits directly, the approach is just another approach planted on the rocks of time — it won't root or take root, and only be replaced by "the next tide in the affairs of men"…and women.
- Because of the complexity in identifying and validating all the components, it will take some time and therefore ends up being a life's work although this could become an advantage over time because the system is layered to produce benefits over the long haul as more elements are integrated with time.

With those advantages and disadvantages being signaled, the core merits of the system, outweigh most of the costs involved @F-L-O-W. It becomes quickly reasonable to involve others through a process of reaching out for resources of all kinds to move a system like this forward… as contribution through collaboration, is scaffolded in the process of assimilation to create antifragility and resilience in postmodern conditions.

AS we approach higher and higher risk with "VUCA streams" moving us closer to the "limits to growth" it might pay to invest in as complex a multivariate system as necessary; to match these risks — to our human condition — *while helping people have lives.*

You can experience LeaderWARE @F-L-O-W with the founder, Mike R. Jay.

Beginning in December of 2014 and continuing throughout 2015,
Mike will be conducting a 3-day retreat (Dec 2014), a year-long Certification Program, and an after retreat (Dec 2015) designed to provide a small group of accomplished participants the opportunity to put into practice LeaderWARE @F-L-O-W.

For more information on the program and the opportunity to participate, please click **HERE**.

Mike R. Jay, Developmentalist

Mike has been involved in professional coaching for more than a quarter century. He has trained coaches in more than 45 countries for the past 15 years in his COACH2 Model of Developmental Coaching.

Mike has always been known as the *World's Most Innovative Coach* and continues to innovate at the cutting edge of development

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even in his 60s.

In 2004, Mike began living outside of the United States for extended periods of time, spending time in Europe, Asia and South America living in and among other cultures, working with his models in practical environments where development is not a theory but requires real-time solutions.

As an author of more than 20 books, Mike continues to define his own developmental edge and recently published a Book @F-L-O-W; a book designed to outline how to shift the world out of growth and consumption and help people have lives with a focus on enhancing happiness and alleviating poverty in the process.

Mike believes that limits to growth, a Club of Rome focus, is an issue for ALL of us, and therefore develops and designs his programs of development with a focus on the individual as a part of a larger collective…in appreciation of Buckminster Fuller's quote…"when you flush a toilet, it goes somewhere…".

Subscribing to the idea that we all live in the world together and that individual actions matter, Mike's recent program LeaderWARE @F-L-O-W identifies ways that leaders can own and design their own development in the presence of VUCA conditions.